

# **Mental Health Redesign and Implementation Task Force**

Milwaukee County Mental Health Complex – Room 1045

Wednesday, April 3, 2013

Representatives: Serge Blasberg (Quality AT); Beth Ann Burazin (Person-Centered Care AT); Pete Carlson\* (Aurora Behavioral Health); Héctor Colón (Milw. Co. DHHS); Peg DuBord (Continuum of Care AT & TLS Behavioral Health); Kristina Finnel (Community Linkages AT); Pam Fleider (MC3); Rachel Forman (Grand Avenue Club); Mark Fossie (Families Moving Forward); Susan Gadacz\* (Milw. Co. BHD); Scott Gelzer (Workforce AT & Faye McBeath Foundation); Peter Hoeffel (Person-Centered Care AT); Raisa Koltun (Milw. Co. Executive); Henry Kunath (Quality AT); Cheryl Lofton (State of Wisconsin); Mary Neubauer (Continuum of Care AT); Tom Nowak (Midwest Community Services); Brenda Wesley (NAMI Greater Milwaukee); Peggy Romo West (Milw. Co. Board of Supervisors)

Staff/Guests: Jennifer Collins; Shawn Green; Bruce Kamradt; Rochelle Landingham; Amy Lorenz; Candice Owley; Laura Riggle; Jena Scherer; Jennifer Wittwer; Jeff Weber

Consultants: Ken Minkoff, MD; Jan Wilberg, Ph.D.

## **Introduction & approval of March 6 meeting minutes**

Mr. Carlson called the meeting to order and welcomed Sue Gadacz as his fellow Co-Chair of the Redesign Task Force. Mr. Carlson expressed gratitude for Paula Lucey's contributions as Co-Chair over the past two years and affirmed his commitment to the redesign implementation process.

## **BHD & Redesign leadership transition**

Mr. Colón confirmed Ms. Lucey's retirement as BHD Administrator and expressed utmost confidence in Ms. Gadacz's qualifications and capacity to co-lead the redesign implementation efforts with Mr. Carlson. Kathie Eilers will assume the position of BHD Administrator – pending confirmation by the County Board of Supervisors – and will serve on the Redesign Task Force.

## **Structured approach to SMART Goals implementation**

Returning to a tabled discussion of from the March 6 Task Force meeting, Mr. Carlson reported that he had met with Ms. Lucey and discussed a structured process for bringing information and proposals for the consideration of the full Task Force. While striving to remain inclusive, the Task Force should now focus primarily on implementation of the SMART Goals by supporting and overseeing Action Teams and staff in their execution of the Tactical Objectives. Mr. Carlson and Ms. Gadacz will present a strategy for more structured Task Force processes at the May 8 meeting.

Mr. Johnson presented a new website – <http://county.milwaukee.gov/mhredesign.htm> – to host resources and updates related to the redesign and implementation efforts. Task Force members are strongly encouraged to access and provide feedback on the site's content and functionality.

## **Progress updates on SMART Goals**

- Quality Action Team:

Mr. Blasberg described the delegation of the Team's work to three workgroups – system mapping, community dashboard development, and personal and family stories – and recognized

\* Redesign Task Force Co-Chair

Andy Keller (TriWest), Michael Nunley (BHD), and Matt Drymalski (BHD) for their contributions. Mr. Blasberg acknowledged the important challenge of measuring and improving cultural intelligence, acknowledging Ms. Landingham for her presentation on the topic at the Team's March 29 meeting. Ms. Lofton was recognized for providing context to the Team on various funding mechanisms and was recommended to be included on the Resource Strategy Team. Mr. Blasberg also praised Rob Henken and the Public Policy Forum on their related report – *Assessing the Financial Outlook of Milwaukee County's Behavioral Health Division* – which was presented to the Committee on Health and Human Needs in March. The Quality AT will connect with the Resource Strategy Team as both groups aim to effectively “map” the system and its various funding streams. Mr. Kunath thanked Task Force members for their patience on the system map and community dashboard (Goal 6), stating that rushing either product could do more harm than good and that the team is improving structures for collecting and utilizing data. Membership on the AT's workgroups is established but remains open to stakeholders with relevant interests or expertise that might yet be underrepresented.

- Community Linkages Action Team:

Ms. Finnel reported on an employment-focused meeting that featured a presentation by the Social Security Administration on work incentives for SSDI recipients (Goals 11 & 12). The team is developing an employment directory.

David Lynde will return in April to provide technical assistance to organizations prepared to implement IPS Supported Employment (Goal 12). That training is sponsored by the BHD Community Services Branch. The Community Linkages AT will also assist BHD in developing a Request for Proposals to build infrastructure for supported employment services.

AT representatives attended recent meetings of the Community Justice Council (CJC), which is analyzing data on a subset of individuals with very high utilization rates between the mental health and criminal justice systems (Goals 8 & 14). Ms. Wesley asked about the involvement of probation and parole representatives on the CJC or its Evidence-Based Decision Making initiative. Mr. Hoeffel indicated that the DOC had not yet been involved and also that the Milwaukee Police Department and the Sheriff were included but not the other local municipalities. Mr. Blasberg suggested that the CJC Coordinator be directly involved with the Task Force, and the suggestion was tabled until that position is filled.

Ms. Finnel requested that any concerns regarding the Pathways to Housing program (Goal 13) be directed to her and/or her co-chair Jim Mathy.

- Continuum of Care Action Team:

Ms. Neubauer reported on a March 29 meeting with Ms. Lorenz, who presented on the Community Outreach Partnership for Empowerment (COPE) group and how that group can support Goal 8. Ms. Neubauer commended Ms. Lorenz for her contributions and noted the potential she brings for significant progress toward the Performance Target of increasing the number of individuals at PCS who have person-centered crisis plans.

Ms. Neubauer and Ms. DuBord are meeting with Ms. Scherer to begin work on Goal 11, and they welcome any interest in participating on a benefits advocacy workgroup. Mr. Gelzer recommended reviewing the evaluation of the Protective Payee program that was presented last year to the County Board.

- Person-Centered Care Action Team:

Ms. Burazin reported that Sue Clark of Vital Voices made a presentation on the MHSIP consumer survey tool and that AT members would be working with BHD partners in April to assess the effectiveness and appropriateness of that and other evaluation tools.

Ms. Landingham and Ms. Green presented to the AT on cultural intelligence. Ms. Gadacz and Ms. Lucey attended the Families Moving Forward (FMF) meeting in March to discuss how to ensure the application of cultural intelligence in all of the SMART Goals or potentially create a standalone SMART Goal on the issue. Ms. Landingham indicated that they had since decided that a standalone goal would be preferable. FMF will use its April meeting to develop specific Performance Targets and Tactical Objectives, working with Dr. Minkoff, and the FMF representatives will be prepared to present at the May 8 meeting of the Redesign Task Force. Mr. Blasberg emphasized attention to the “culture of poverty” and proposed creating a separate Action Team to address cultural intelligence. Ms. Landingham noted that FMF had already reached out to SAMHSA for technical assistance and training, and Mr. Fossie echoed that he and his colleagues were essentially serving as an Action Team already. There remained some advocacy for an Action Team to be officially established, and Mr. Gelzer asked that a draft “scope of work” accompany any such proposal – as was the case for the Resource Strategy Team in December and January – for the Task Force to consider prior to taking action. The FMF cohort agreed to draft a formal proposal and scope of work.

Ms. Wittwer is assisting the AT in coordinating work on Tactical Objective 1.1, including convening a focus group in April to review the tools used to measure satisfaction of individuals participating in behavioral health services.

Ms. Burazin suggested the need for an extended “work day” for all redesign stakeholders to come together and share ideas and progress on redesign initiatives. She indicated she would bring a specific proposal in the near future.

Participants from the AT are forming a smaller workgroup to develop the curriculum for public education events in each Supervisory District (Goal 2), which will include personal stories, facts about mental illness, available resources in the community, and information on the redesign initiatives. Some AT participants are also beginning to make connections in each District to draw volunteer support and local resources to the events.

- Workforce Action Team:

Mr. Gelzer reported that he and his co-chair Leonor Rosas would meet with staff in the coming week to consider the AT’s first steps, particularly on Goal 3. With regards to Performance Target 3, Mr. Gelzer reported that the Nursing’s Voice partners – through the Public Policy Forum and Wisconsin Center for Nursing – completed a survey of Milwaukee County mental health nurse employers and another of nurses who serve people experiencing mental illness. Through a collaboration of Marquette and UW-Milwaukee Jonas Scholars and the Public Policy Forum, a survey of nursing students on attitudes and interests in mental health will be completed by June 2013. There have also been focus groups with mental health service participants in cooperation with Grand Avenue Club and Our Space, among others. The AT will serve as a funnel for all of this information to inform the redesign implementation process.

Regarding Goal 4 on Certified Peer Specialists, Mr. Gelzer expects to provide a substantive report at the next Task Force meeting. Ms. Neubauer informed the group that the State hosted

a certification exam for Peer Specialists on March 28, the results of which would be known in four to six weeks.

Mr. Fossie noted that AODA counselors were not identified in Goal 3 but that the issue of credentialing such professionals requires this group's attention, as it affects a large number of people, particularly from minority communities. More deliberate efforts may be needed to address issues within the AODA workforce.

### **Update on Resource Strategy Team development**

Mr. Gelzer reported on an organizational meeting that took place in March to set the course for the Resource Strategy Team, including Mr. Carlson, Joy Tapper, Rob Henken, and Clare O'Brien. The scope of work was updated to direct the Team's focus primarily on mapping the existing funding model used for all mental health services provided by BHD. The fiscal knowledge of Milwaukee County staff will be fundamental to achieving the goal, so progress is contingent upon staff availability and supervisor approvals for the necessary time. There was also agreement that special expertise in financial modeling will be needed and that the work would require four to six months at minimum. A goal of identifying funding models used to support community-focused mental health redesign is a lower priority at present. Potential roles and opportunities for private funding in mental health services are being addressed by a project funded by the Faye McBeath Foundation and conducted by the Donors Forum of Wisconsin. A report on that work is expected in late May. A goal on sustainability is presently pending work on the other goals. Mr. Carlson affirmed the importance of demonstrating that redesign initiatives go beyond any one influx of money.

The leadership of the Resource Strategy Team is yet to be determined, and Mr. Gelzer agreed to convene a second meeting in the interim. Any interest in participation on the Team should be communicated to Mr. Carlson or Mr. Gelzer.

### **Open public comment**

Ms. Green shared her experience with a comprehensive family assessment and case management tool – Total Assess – which exemplified person- and family-centered care. Families achieve positive outcomes when they navigate their own case management and lead the collaborations among their various service providers, based on their own goals and needs. Ms. Green presented the example as a person- and family-centered model for redesign efforts and services throughout the system.

Mr. Hoeffel announced that Brenda Wesley has been selected by the NAMI National Board of Directors to receive NAMI's Multicultural Outreach Award for 2013. Ms. Wesley will be presented with the award in June at the 2013 NAMI National Annual Convention in San Antonio. A performance of Ms. Wesley's original production *Pieces: In My Own Voice* will take place at 7:00 on April 11 at the Alumni Memorial Union Grand Ballroom at Marquette University (1422 W. Wisconsin Avenue). The performance is free to the public and will be followed by a question-and-answer session.

### **Meeting closure**

The next meeting of the Redesign Task Force will be Wednesday, May 8, 3:00 to 5:00 p.m. Meetings will be located in Room 1045 at the Milwaukee County Mental Health Complex unless otherwise indicated at least one week in advance.